

**From:** "Blair Taylor" <btaylor@memphistomorrow.org>  
**To:** "Adams, Ben C." <badams@bakerdonelson.com>  
"William Gibbons \wgibbons" <wgibbons@memphis.edu>  
**Date:** 9/26/2017 3:05:17 PM  
**Subject:** RE: Allocation of Resources to Gang Problem

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So I've been talking to Doug about an overall performance dashboard, which he's developing. (I think I sent you guys an email about this a couple of weeks ago).

These are the areas for which I've requested progress checkpoints and metrics. Please let me know if you think of any others, or would like to add specifics to the categories I've already included. I'm working with Doug, Alex and now Doug's going to bring Don Crowe into the mix. Once we have something initial hammered out, then we'll engage you two and railings.

#### Ray Kelly Report

- Data-driven officer deployment (and better use of trac meetings a la NYPD)
  - What metrics can be used so that we know officer deployment is data-driven? Is there
- More officers to gang unit/Group violence intervention initiative
  - The first part is easy to measure but we need to establish a goal/timeline. The GVI needs its own set of metrics which will include but not be limited to MPD's performance objectives for the program.
- 0-based staffing assessment
  - This is initially just a timeline and steps for getting this done which in my mind include: 1) determining core police functions (is there anything we're doing now that we're not going to do in the future or that we'd like to get rid of?), 2) retaining a firm to do the staffing analysis (maybe just a person and not a firm? What about Janikowski?), 3) executing the assessment itself which should also include an implementation timeline.

#### MPD Recruit Retain Initiative

##### Officer recruitment

1. # of total officers and # of PSTs against the 2017, 2018, 2019 goals for each;
2. # and dates of classes for officers and PSTs (with targeted number of recruits and graduation yield goal for each class) for 2017, 18 and 19
3. Recruitment source diversification goals: specific goals on new recruiting sources and number of recruits targeted from each new source; and then include progress against these goals.

##### Officer retention

1. Officer and PST attrition -annual goals against actual
2. Retention bonus participation rate (total uptake from among eligible candidates) annual goals against actual
3. Bonus participants attrition rate vs non participant eligible candidates vs total population of officers annual goals against actual

##### Force multiplier

1. # of PSTs handling traffic -annual goals and actual
2. Percentage of traffic duty hours handled by PSTs vs sworn officers- annual goals and actual
3. # of sworn officer hours redeployed from traffic to other MPD duties -annual goals and actual

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From: Adams, Ben C. [mailto:[badams@bakerdonelson.com](mailto:badams@bakerdonelson.com)]  
Sent: Tuesday, September 26, 2017 1:01 PM  
To: William Gibbons (wgibbons) <[wgibbons@memphis.edu](mailto:wgibbons@memphis.edu)>  
Cc: Blair Taylor <[btaylor@memphistomorrow.org](mailto:btaylor@memphistomorrow.org)>  
Subject: Re: Alocation of Resources to Gang Problem

Ok. Talk later. How about manpower analysis? Any word on that? Thx

**Ben C. Adams, Jr.**

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On Sep 26, 2017, at 12:35 PM, William Gibbons (wgibbons) <[wgibbons@memphis.edu](mailto:wgibbons@memphis.edu)> wrote:

Ben,

I met with Chief Crowe yesterday. Basically, there has no real movement yet on reallocating resources to the gang problem. Frustrating !

I can explain their "rationale," preferably by phone or in person.

He does expect movement on this next year and agrees that we should develop a clear 2018 Milestone or Benchmark on this as part of the OSC plan.

**Bill Gibbons**  
Executive Director  
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